

ICS Registry

The Director of Central Intelligence

Washington, D.C. 20505

Intelligence Community Staff

DCI/ICS 83-4283

16 March 1983

Mr. Lee S. Cutcliff
Assistant Vice President
American Telephone and Telegraph Company
295 North Maple Avenue
Basking Ridge, NJ 07920

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Dear Lee:

I have sent a separate letter to Charles Brown expressing our appreciation for the efforts of all who participated in the activities of 9 March, and would like to thank you personally for a most educational and enjoyable day. [redacted] and I came away with an enhanced appreciation for planning techniques for both the long- and short-term.

I am enclosing a number of items that I had promised to one person or another in the course of the day. The first item in our package is a copy of our long-range planning design which I began to assemble before interviewing many of the companies that we are calling upon. It has been revised in light of some of these meetings, but we have been pleased to note that we had already embarked on a design that had counterparts in the private sector. By way of clarification, the groups mentioned in the first section of paragraph 4--Intelligence Producers Council, National Intelligence Council, etc.--are concerned with substantive analysis and as such we believe are logical bodies to establish the planning environment. The Planning Working Group mentioned in the second section of that paragraph consists of the planning officers of the various elements in the Intelligence Community, and can be considered a working level body. Finally, the Executive Steering Group for Planning and the National Foreign Intelligence Council mentioned in the last section of that paragraph can be equated to a corporate executive committee and board of directors respectively.

The next item in the package is the article from Business Week on Hewlett-Packard. I believe you will find the article to be very informative as it discusses quite objectively one company's search for a balance between centralization and its traditional reliance on independence and diversity.

The next item in the package is a copy of a recent study by the National Science Foundation having to do with the supply of science, engineering and technician personnel through 1987. This subject came up during the briefing given to us by Gus Gustafson, and I believe you will find it interesting. Manpower planning is an area of particular interest to me and I believe it is an area that is all too often overlooked. In reading In Search of Excellence no theme came across more strongly than the success of well run companies being directly related to their concern for people.

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Finally I am enclosing the graphics that were used by [redacted] in a weekend seminar they gave last summer on the Identification, Analysis and Framing of Emerging Issues. I believe they might be of some use to Bob Whitefleet, although without any commentary they might be a bit difficult to follow.

Once again I would like to thank you for the time and effort put into the briefings given last week. Should you, Walter Blass, or any of your staff be in town and have the time, we would be more than happy to reciprocate. I hope that we can keep in touch and exchange ideas from time to time.

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Sincerely, /

[redacted]

Enclosures:
a/s

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P.S. By the way, I contacted [redacted] who was surprised and pleased to hear of our meeting. I believe he will be in touch with you soon if he has not called already.

SUBJECT: Letter of Appreciation

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